## Htrald <br> published with the new york times and the washington post



## Bosnia's Collapse Is Jolt to Dream of a Multiethnic Europe


U.S. Companies Bypassing Laws on Cuba and Libya

By Dean Bayue NEWYYRK - Simimig on pirisishws sid in




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## Panda's Future: More Black Than White

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Ford Throws A Lifeline To Troubled Mazda Motor
U.S. Carmaker Will Get More Say in Managing Its Japanese Associate

By James Sterngold
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## Slovakia Bans Radio Free Europe




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Pandas bave also besome a hacracive com See PANDA, Page 6

## Sanction-Weary Serbs Mob Bulgarian Shops

Russians Track Down Kidnappers, and Ransom


 The money is still being counted - what
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RIPPLE: Dream Is Jolted






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## Typhoon Kills 47 in Philippines

Ramos Declares Disaster as $\mathbf{8 0 , 0 0 0}$ Flee Their Homes

Europe Floods Leave Mighty Mess
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Rivers swillen by iormenial Rivers swollen by torrectial rain over the past
weck werc repored renrating in the worst-affected
 and low-lyins parts of Germany and Belgium
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west Europe because of heavy rain and flooding velore Chirssmas. Ofricials eximated that flood dumae in four West German states totaled mot
Devsche maks 1 SS88 million).
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Lhey could no longer pass under be bridges. Some
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## STATESIDE/ NEW RETES AND F WRETHONS

Focus of Mammogram Debate Shifts to Costs

By Gim kqata


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Cuotio/Unquote
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## Away From Polities

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## UN Chief Urging Patience,

Butros Ghali Learns China Won't Press North Koreans By Steven Multson



Malaysia to Allow College Courses Using English




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## Reverence? Or Is It Robbery?

New Age Movement Emulates Indian Ways




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He said noin main spirimality focused on the inarg community, he tiribe, and never the individual
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## Outdated Nuclear Policy



## Room for Pentagon Cuts















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## 'No' to Chinese Eugenics

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The New Maoism: A Shadow Play for Today's Leaders

| $\mathrm{V}^{\text {ASH }}$ paying anen-Whyis Chi- | By Ross Terrill |  | voiusness abouit the craze for Mao , he <br>  | Whinh five years of Mr. Deag's death we may tpow the answer. We |
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## After Breakneck Growth, Expect Neck Trouble

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| socialism" when its anchitedt, the $p$ keader Deng Xizoping dies Hit is 89 . <br> Some of the worst enors of ecoiomics arisise from incear projection- -assuming that what ha been happening will contimue to occuir at the same pace for a long tima: Io the tinge of China optimists assume that 13 percenal growth attazined for two sucuessive years will conimue umil the vices tham any other.in the worki, and Chins bocomess an enormous market for forcign goods ate them accederate, for the base figure on which the percentage is calcubzed is getting larger. It pateatly casier to regiger 23 peroent growir thind that pace if your base is $\$ 15$ billion. <br> Those who coumt on eqploining the Crina min. can Not only the import of consumer goacs: now necessary to placaee popplar disconaticit, buit ever the import of capital goods nocessary to expaund Why should Ctüa Bry when it can mazte fīie same objects or do withomit? It has always been optimism, tord Houg Eoag merchants that they could cocat on an evergerowing chuma mazkes. ore paic of stoctings in a wifcime, the textite malls of England woakd be bursy forever. A few decades later. Shanghai iver A few docades later, Shanghai impioitod an |
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## Former Neo-Nazi Emerges From His Bunker With Advice for Germans

| By Rick Alkinson Wethingtem Pert Service | the 1937 borders of the Thind Reich; participation by currently banned parties in electora | organizarions." ${ }^{\text {n }}$ from 40.000 members and 76 groups in 1991. Another 25.000 belong to he far-1igh Repathican3 Schtónhuber. |
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## Peres Takes

 Hard Line in New Talks



IRA Mortar Blast in North Ends Holiday Truce

## Coping in Eastern Germany <br> As Old Ways Die, New Paths Are Explored



PANDA: Future More Black Than White for World Conservation Symbol



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## 'In a Fashion Princess's Kingdom



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## ESCADA

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The IHT Desk Diary - for the time of your life.




Viacom Weighs New Bid

## Will Redstone Pay the Price?

## Busing Against the Odds

 Mexican Vehicle Maker a NAFTA StarBy Anthony De Palma
Not York Iner Service





















## Shock Therapy Not Good For All That Ails Russia


#### Abstract

By Peter Passell New York NEW YORK - Startling ev 

\section*{}  | Boris N. Yeltsin's cabiner, was less diplomatic. The notion that shock therapy has been tried and failed "is preposterous and false" be said. Economic shock therapy has become the treatment of choice for | Gorbachev's ecomomists propased a great lumge toward capitalism, | the cenural bank, undercut the reformers' ambitious plans. |
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| ECONOMICANALYSIS | it and encourage private enterpise - came only with the rise of Mr. Yeltsin. |  |
| those who believe that rapid change is often less wastefuil less vulnerable to sabotage, and theregradoal change. The evidence |  |  |
|  | Mr. Yelsin's government did |  |
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| amassed in the shock therapists favor ranges from the overuigh World War I Germany to the mass |  |  |
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## INTERNATIONAL STOCKS

## Polish Market Is Eastern Europe's Star

By Jane Periez
Now Fork Times Sorice
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CURRENCY \& INTEREST RATES






By most counts, Dina is a success story of Mexico' investors in 1951, and for years was num without
much artenion to efficiency or service.
In lige


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 On paper, Dina's long-term market prospects
 Roberro Swxine Bell, president of the ascocia-
tion represenving Dina's deajer, said that if Mexi-



German Shares Lead Europe's Year-End Rally

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| The European componento of te | See STOCKS, Page 10 |
| (rid Stock Index rose 0. |  |
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| German stocks closel | Reach Recor |
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## Malaysia <br> Sets $U_{p} 2 d$ <br> Carmaker

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## Shaky Yen Allows Dollar to Advance





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 STOCKS：European Records

| France＇s CAC－40 index of blue－ chip stocks rallied for the fourth prices boosted by bopes of lower nerest rates next year．raders said The index closed at 2,27655 points，up 25．07．Atter a problem telayod the openime vilol French francs（ 5517 million），one－ |  |
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| quarter less than the average but not bad for a day when the British mar－ ket pass closad．traders said <br> Mooday was the first day of the January account，and investors of－ cen huy swoks at the opening． Monday＇s huyers do not have to make full setilement until the end of January． |  |
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| Rhonne－Poulenc SA was up 3.4 frances at 148.2 after the companysaid it would pursute its strategy of seliling assets for the nex year or two to cut debt and it would awoid majoraccouisions Analysts said the oews was likely to reassure hose investors who were wortied Rhone might go on an spending spree once is equity is owned by private investors． |  |
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| Swiss shares closed at a record as investors kept faith in the strong Sxiss franc and the positive latestocoomic indicators，traders ssid caders sill． |  |
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| The Swiss Market Index，which tracks the top 18 blue－chip stocks， advanced 5.20 poincs． 10 2972．60． |  |
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| dex was likely to be upward because of the strong franc and the prospect |  |
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U．S．／AT THE CLOSE

## Hotel Adds to Host Marriott＇s Woes






Beatrice Holders to Sell Shares





 Chirysler Sells 2 Milion Cars

 Saudi Pays U．S to End BCCI－Charge




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 To Fall in＇94 If Europe Permits

## German Stocks Stay Strong

DAX Is Seen Gaining 10\％to $15 \%$ in 1994




CCFSues London Borough VIACOM：New Bid a Tough Call SHOCK：A Partial Treatment

Over Interest－Rate Swaps



PARIS＇－Raters French bank said being claimed by ooF，which has


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Page 14

# India's Texule IM IULstry 

## Updating Methods

 And Product Mix What wid Marco Pde, who whted liditin in the 13th century Vasco da Gama, who traveled there in thelate 15th century; and the British who ruled India from the 17th century into the 20th century, have in
common? They all extolled the quality of India's textiles. Today. India is the world's second-largest producer of
yam and cloth and the fourth-largest producer of cotion yarn and cloth and the fourh-largest procucer of conton.
Yet despie these accomplishments. Indias texite indus-
try has failed to capture a dominant share of the global try has failed to capture a dominant share of the global
textile market. Textile expons from Ind have hrown by
35 percend during the past five years. to oolal around ${ }^{2} 5$ Assets include ample supplies of cotton
percent of the country's solal export earmings of $\$ 19$ bil
lion. But India is facing increasingly stiff compelition lion. But India is facing increasingly stifl compeition
even from smalier countries like Bangladesh and Srion
Lent Lanka. Indian textule sector has 17 percent of the world's
The
spindle capacity, but India's share of the global textile sparket is only y round 2.5 percent. Hrishikesh Mafaatlal.
head of Mafatlal Industries and chairman of the Bombay head of Mafatial industries and chairman of he Bombay
Mill Wwners Associaiuon. exploins the reassn for this dis-
crepancy: "Only 20 percent of our machines are less than crepancy: "Only 20 percent of our machines are less than
10 years old. whereas in most other countries. around 70 percent of the machines are less than 10 years old." Much of the failure of India's stextile industry to achieve is polential has been ascribed to restrick eyovemment
policy in the past. Among the crivicism seved aginst
the govemment conceming textiles are that it instituted the govem ment conceming textiles are that it instituted
laws thal discouraged the growth of large companies in favor of snaller ones. prevented layoffs. imposed restric-
tive import duties on textike machinery and did not encourage the growth of texulie exports. Incencives and prohave also been criticized.
Effors are now under way to modernize the industry by upgrading equipment, restructuring the secior as
whole and pronoting the growth of fextile experts. India's textile industry has sraditionally been composed of three different types of companies: large textuic mills. looms. and still smaller companies producing gamments and household textiles. The large texaile mills, which total just over 1,000 . em-
ploy around 7 percent of India ${ }^{\text {a }}$ textile workers and acploy around 7 percent of india s texite workers and ac-
count for around 18 percent of India s fabric production. These mills. many owned by the government, had garnered around 78 percent of the domestit market in te
1950s but have been steadily losing ground in recent This advertising section was produced in its entirety by
the supplements division of the Intemational Herald the supple ments division of the International Herald
Tribune's advertising department It was uritimen by Debashis Basu, a free--lance writer based in Bombay where
he is a consulting edior for Business Today.

years. at the rate of around 15 percent of market stare per
year, according to Sri Ram Khanna. a texile industry anA lack of modem equipment, added to labor unrest and the effects of global recession, caused many of the larger the 1980s. At that time. many were taken over by the govemment and controlled by the govermment-run Nationa
Textile Corporation (NTC). NTC has now accumulated lossies of almost $\$ 1$ billion and is a major stumbling block in the government's
India's private seitor.
The larger companies have seen their market share erod ed by smaller power-loom and hand-loom textile compafabrics and employ 80 percent of the country's texile Of this group, sone 300,000 companies using a total of 1 million power looms and employing a thind of the tex-
tile work force are now producing 54 percent of India's total textile output of yarms, garments and fabrics, according to Mr. Khanna. The sector has been criticized.
however. for its overall lack of sufficient quality control A diverse group of companies use only hand looms sovernment bens part of India's culture for centuries. The by exempting it from sales and excise taxes, limiting 22 by exempting it from sailes and extise laxes, imime to production by hand looms alone. uar-
inteeing govemment purchases of some goods and pro-
viding a distribution network. The sector is widespread Garment production forms the third major division of India's texate industry. This secior began to grow in the.
1940s, producing miliary uniforms used during World 190s, producing military uniforms used during World
War in ir received its biggest boost in the 1980 , according 10 Mr. Khanna, through increased export opportunities and a growing domestic market
Government policy has limited
Goverament policy has limited the garment sector to
20 mach-aike companies; 80 percent of them rem fewer tian 20 machines.
These three divisions of India's textile industry have all failed to modernize their equipment and production meth-
odd adequately, largely because of the high coss of importing equipment.
According to Mr. Khanna more than 60 percent of the equipment being used throughout the industry dates from before 1960 . providing a great opportunity for foreign pro-
ducers of textile equipment to help upgrade the industry ducers of textile equipment to help upgrade the industry.
Despite the problems. many texile-indusry executives are hopeful about the future of the industry in India. International investors, atracted by a receent govermment
reduction of the machinery-import tax rate from 85 -percenction or the machinery-import tax rate fom by to new low tax rates for texile exports (from zero to 15 percent) are increasisgly setting
up ioint ventures with Indian companies. Such ventires, in up joint ventures with Indian companies, Such venturess, in
hie long run, will help 10 modiemize the industry... And most analysts sgree that India has two major ad, : Vantages that can contribute to the growth of fits textile in-
dustry: dustry: a trained labor torce and ample supplies of cotton.
Sanjay Labhai, managing director of Arvind Mills. one of
India's largest texile companies, says., India's largest textile companies, says. "We have tremen-
dous potential if we can improve yields. We are the
wordds world's fourth-largest producer of cotion, with the biggest
acreage under cultivation, producing the entire mage [of cotton yarms., from coorse to very frine.". He poinse out.
however, that productivity levels are among the lowest in however, ibat productivity levels sare among the lowest in
the world, averaging around 200 kilograms of cotton per hectare under cull varion.
The recendy concluded General Agreement on Tariffs and Trade (GATT has been partuculariy encouraging for
Indias textile industry, since the Mult-Fibers Agrement hat allowed countries to impose restrictive quotas on textile imports will be phased out by 1995, according to the
terms of GATT, which will make the lucraive U.S. and European markets accessible to Indian producers. "The prospects for India's textile industry in the next
10 years are superb." says Kama R anka, whase family contros the Moder. Textites group of textile companies.
India's current texrile exports now total over $\$ 4$ billion India s current texnile exports now total over $\$ 4$ billion
of the global $\$ 248$ billion yann, fabric and clothing indus-
ty. We can soon achieve exporis of $\$ 20$ billion." Mr. Lalbhai says of the industry aspo whole. He feels that further chanyes in government policy are necessary to ostim-
ulate the industry. Such changes, he believes, include ulate the industry. Such changes, he believes. include
overhauling labor iaws that now overly provect workers
providing better infrastucture and simplifyine ovoviding better infrassuructure and simpprifying whe com
pplicated rules and resulations shat control the process plicated rules and regulations that contro
starting and running a business in India.

## Export Growth BOOSTED BY GATT

 25 peracent of nexdianat fora: exporis for the fiscal year
ending 'in March 1994. But in. spite of this suc.
cess, various changes are
necessary tile ind
to grow.
The ime to be precisely 15 to
20 oumis; they want fhe fab
rics.to come into the facto-
ry in the morning and go Garment exports to Japan rose by $\$ 80$ million in 1992 straight to production with-
out inspection. We must be ready witu zeroo defect fab
iacs. says Sanjay Lalbai managing Milisector one of India's most forward-look-
ing textile companies: ang textile companies. He
do thot foreign buyers
do want to wait for "do not want too wait for
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credit to be opened and credit to be opened and
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India This is not te India. This is not the way:to
do business." More añ. more - Indian
textile exporters' are begintextile exporters are begin-
ninig to agre with Mr.
Laibhai that India's texitile industry cannot consinue to operate ins the outmoded
ways it has been Way patst it must modemize
the order to survive: The phaseout - of - the Multi-Fibers : Agriecment agreed on in cider the termas
of the recently concluded General Agreementoncontar iffs and Tride " GATMT)
could not bave come at better time for Indian tex:
tiles. of India's than 60 pericent of India's gament exports
now go
restrictive countries whose restrictive quotas on texitile tepons of allewed Manderitheriers
Agreenent will bet Agreement. will be re-
moved. Acording to trade analysts. India's annuar tex-
tile exports would iminediale exports would iminedi-
$\$ 4$ billion for $\$ 7$ the cuilion if all quotas were removed Ready-made gaimente
(RMG) bring.in the: most evenues of.India's overall cotton fabrics, syntheficfiber texíles, silk textiles and woolen goods. Most.of now expoited in an untreatwoolen woods the country's compete in pricing and qualty with supplies froin New Zealand
India straira and India ' RMG exports had
isen to 17. times their 1963 earnings in dollar terms by
late 1993 and the potential


A meteoric rise. A consistent performance. Sijgificant Bombay Dyeing has been chosen by the Government for
the highesi export award for t $1999-90$ and $1990-91$.

Pioneering India's textile exports over 50 years ago to Australia. Bombay Dyeing has achieved phennmenal
growth in its exports $-430 \%$ in the last 4 years alone.
Canninuous investments in state-of-the-art technology and
uncelenting commitments
 mare than 50 ork of its production to demanding and quality
conscious markels such as $u S$. conscious markets such as U.S.A.A. Gemmany. France.
$U . K .$. etc. Modemisation for quality improvement continues with Rs. 150 crores spent in the last 4 years and continues with Rs. 150 crones spent in the last 4 years and
Rs. 75 crores planned for the next 2 years. Tesumony to
Bombay Dyeing's commitment to excellence and expon Bombay D
growth.

## NATIONAL HONOUR. INIERNATIONAL ACCLAIM.

Bombay Dyeing bags the highest National Award for Export Performance.


## 年

## India's Textile Industry

## Joint Ventures Helping in Drive to Globalize Sector

## The most striking new with Lacoste in a project io Mr. Mafallal feels 1 urend in the Indian tex- produce and sell Lacoste the trend toward joint vena ine industry is the num

 now being established ly in the works. including ies and foreign textile ones involving Benetion Thanks to the present goveriment's libernl ap- form alliances wilh forcign
proach to foreign invest- gamment and lexole produc ment equity participation and brand licensing are becoming increasingly com-
mon: This past November. Arvind Mills. began to proarroughement with licensing Peabody. The shirts are
sold io exclusive Amow sold io exclusive Arrow
shiowromm st select loca-
tiows in 10 cities. Arvind oon plans to launch pro ndia of Lee jeans. Stenci


Lab wat is seen as a par $5 \%$ of production costs
iicularly promising market.
According to reports. ITC Ldd. India's lapryests. Iobac-
co company is negotiaing wo company, is negotiating
weebriumph of Germany,
Re the United Reebok of the United
States and Marzotio of traly thes
wear wear in India.
Thich
India, which deroup of
of its revenues from most of its revenues from the aut-
tomobile sector, is repor-
edly in negoriat edly in negoivations with
Sansung of North Koreato
joinsty produce low-cost jointly produce low-cost
men's ssits for export to wholesalers.
-At last the time has come for joint ventures in
textijes. This was not possible two years ago". says
Hrishikesh Mafalal Hrishikesh Mafatial, man-
aging director of Mafatlal aging direcior or Maratal
Iodussies. Textiles were
considere dow-tehnology
ond ide and the sector was therefore world markets. No imports
of fabrics or yarn were alof fabrics or yarn were al-
lowed. The new polity of
direct foreign investment has given [the Indian texibile
industryy] a murh larger industry] a much larger
scope. Value-addition for
fabrics through brands is the logical extension." he ing is

## Export Growth Boosted by Gatt Provisions

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## Embroidery

 Joint VentureWe are leading manufacturers E Exporters of Embroidered Textiles in lindia, having 3 decades of expertise We seek jount venturer buy-back with moderi Saurer Embroidery System from Switzerland. Interested parties may write to BoxD430,1.H.T. 92521 Neuilfy Cedex France


WHAT EXACTLY IS RENOVISION:
PERHAPS THE PICTURE ABOVE CAN EXPLATN





Company Doubles Turnover Arvind Miils Led.. a long-established largest denin producers in the world, it
Indian company, has experienced has an 80 percens share of the denim1 rapid growith during the past five markel in sndia. as well is 27 pereent of
 1988 to 288 bilition rupees for the fiscal agement consulianls McKinesy \& $\mathbb{C o}$. in year ending March 1993. The compa- putting logether as lochal sirulegy. his aint ny's after-tay profits rose during the is in go beyond its current pratice of
same period from 41 million rupees to nunulacturing in India ind marheling 414 million rupees. It is profiting from abroad. "We wanl 10 manulaciure our its efforts to modernize its production producis ghan i.
facilities and procedures as well as its fextiles into an intematioulal husiness hy management style. Its specialty is denim. Arvind will be new bul related segments or the texile per year by April 1994 . compared to 3.6 director. One on the compauys stirst overmillion meters in 1987 . This constiulues seas opcrations will he in Sri Lankz and an annual compound growih rate of t3 it is estahlishing offices in Hong Kong.
percent. making Arvind one of the New York. London and Tokyo.

300,000 spindiles. 3,800 looms. $40,000 \mathrm{metres}$ daily of high quality fabric.


No wonder the world's most discerning buyers seek us.


## With Winter Games Just Around Corner, Lillehammer Fine-Tunes

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 and in the nearby hrict and glass
offices of the olympics organizing

Lillehammer is ready.
"If we had to I bink we could
 manager in Lillethammere, where the XXVIIO Oympic Winter Games are
schectued io open in less than Iwo
months

2 Players Acknowledge Extortion

| By Lisa Dillman and Helene Elliott Lax. Angeles Tima Senter INGEWOOD. Caliomia Alexei Zhitriik of the Los A <br>  ssummer when he was al Loone <br> The second-year defense crime group in the former repuhlic were vertal, nither repyinical were verbal, rather Zhitnik's candor was suppric Leagee players from the forme discuss alleged incidents wis ${ }^{\text {soccalled Russian Mafial }}$ Team executives and the woach Barry Mecroses are so neriked pot to return to Kiev bhis |
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To insure both sure footing and



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The one imponderable is how well Lillehammer will be able to absorb the daily
surge of some 150,000 people. surge of some 150,000 people.

| $s$ and oympic organzers are out the color of signs, which ms to be the hottest current disde around town. <br> The dispute says. Soerlie, is still being negotiated <br> For their part Lillehammer's Olympic organizers have used |
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 Gartner Gets 600th Goal In the NHL


Mike Gartner responting to the chers

\section*{Brindabella Forges On as Gales Cut Field by 16 <br> |  |  |
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## Rockets Get Back to Winning

## 

 Houslon Roc:ing a babil.
 oo Christumss Dyy, Smith scored a
career Stuist 41 point beat host Poriland for the
first time in 10 tries behind Latrell
 My main goas was to come out Baily Owens's jumper gave the
and be ascertive." said Smith, who and be assertive" said Smith, who
made 16 of 24 shos. He called the
previous to cur stole teana end forrasmemelf
-I told Yeraon Maxwell Thatis it that's the last ame you're hoing
 Se the way I play. ( points as San Antonio handed Bos-








## DENNIS THE MENACE




REX MORGAN


Florida State Has

## Numbers on Its Side




## But Nebraska Can Count Its Blessings，Too

















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nternational herald tribune, tuesday, deckmber 28, 1993

## ART BUCHWALD

## Honor on the Campus

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## Whoa! How Actors Earn Their Spurs

By Joel Engel OS ANGELES-Halfway into Wal- $\begin{aligned} & \text { Yor retease in the spining And Shrowno Slone } \\ & \text { inother }\end{aligned}$
 cer named L.eutenant Charies Gatewood
(phayed by Jason Pauric). is chalienged toa



 in the process.
Paraci. not a sumt double, performs he
breathalaing maneuver. So one might asbrum that the actor was an experiencerd
sume merman


 where the wrangler seeps up 1080 horses
for movie proucrios.
Ugland who it 55 . says there were















Andie MacDowell, left, and Dren Barrymore in a scene from "Bad Gris"" and
Kurt Russell in "Tombstome". - there mill be a bonamza of westerns in 1994 .




$\qquad$ In that novie Rabert Drvail appears to
 hen did they thocter on him Joed Engel, whase biograpity of Gene
Soldenbery he creator of Stur. Trek will bepubbishied in the
The New York Times

## PEOPLE

## Broadhacey to Broke:

 Actress Goes on Welfare
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 Whds swo in 1993; The 8 -y




 Ssim magaine
Whais wionoin 1994 Jodice $C_{t}$ forme. Tanigh show spiat



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INTERNATIONAL
CLASSIFIEI



WEATHER


Travel in a world without borders, time zones or language barriers.


Imagine a worid where you can call country to country as easily as you can from home. And reach the U.S. directly from over 125 countries. Converse with someone who doesn't speak your language. since it's uranslated instandy: Call your clients at 3 a .m. knowing they'll ger the message in our voiceat a more polite hour. All his is now possible with AIEC

To use these senices, dial the AT\& Access Number of the country you're in and you'll get all the help you need. Wwh hese Access Numbers and your ATza Calling Card. intermational calling has never been easier. y you don't have an angr Calling Card or you'd like more information on AIET global senices. just call us using the convenient Access Numbers on your nght


